
Technology, talent and the future of energy

For a university audience

Hello, everyone. It's a pleasure to join you today. I want to thank the university organizers for putting this event together...

...and for allowing me the opportunity to share some insights on the industry I hail from—which, of course, includes a shameless—although, I'd argue, compelling—sales pitch to the many impressive minds in this room.

First, however, let's talk about fish.

Perhaps, like me, you've seen some of those underwater videos capturing a large school of fish—hundreds of fish—all swimming in synchronization with one another.

It's really quite a stunning sight.

It's enough to make anyone wonder—how is it—that within fractions of a second, these giant schools of fish seem to communicate with—not just their immediate neighbors—but with every single fish in the group?

Were this an audience of fish enthusiasts—and I a fish expert—I'm sure I'd have a really clever answer to that question.

For our purposes, I think it's enough to say that there's an interesting analogy here.

Yes—there's strength in numbers. But that strength is a secondary effect. The real strength emanates from something deeper...

...I'd argue that it emerges out of unity—and provides one of the strongest foundations for advancing meaningful change in the world.

And while I may not understand how a school of fish moves the way it does, I think we all understand the inherent value in being able to rapidly organize and move in unison.

Big tech giants—like Apple, Google, Samsung, and many more—have delivered a paradigm-shifting communication infrastructure throughout the world.

This is something that's sometimes difficult to articulate well with younger generations. After all, the first iPhone wasn't released until 2007.

Many of you probably hadn't mastered the bicycle by 2007—but your proficiency with an iPhone was likely quite strong already.

It's no problem, though. The nature of exponentially advancing technology just means...
...when you're older—and find yourself reluctantly asking a grandchild which of the three floating orbs around your head turns on the TV—it'll all come full circle.

Cause and effect—that's what I'm really talking about. If we think of today's technology as the cause ... what—then—are the effects? What might be the implications?

For one, you are—which is certainly one of the reasons I'm here speaking to you all today.

So, let me tell you a little about our business.

Our company finds itself in a fortunate position at an important juncture in history.

We're a large, global company and command a strong financial position.

And we recognize that—the solutions we offer to our global markets possess significant potential in the energy transition.

Inherent within that framework is an existential need to look ahead ... to identify and then execute the right strategies to grow and prosper.

Circling back to cause and effect ...

Technological advancement—a cause—continues to unlock entirely new avenues in how—companies like McDermott—provide the energy infrastructure that unlocks new, sustainable opportunities capable of transforming our world.

That is quite a broad effect, with implications that are not yet fully explored—or perhaps not yet even imagined.

Still, as in our earlier analogy with the school of fish, to effectively pursue such opportunities requires a constant search for individuals who can strengthen our organization's capabilities—people who can drive change and imagine and inspire bold new pathways worth unifying around.

If that sounds like something you'd like to be a part of, then consider exploring a career with McDermott.

Thank you.